

Teamwork

The design team of RRMM and Paul Finch & Associates have both work previously with W. M. Jordan Company on the following projects:

Projects with RRMM:

New Kent High School, New Kent County, Virginia

New 240,000 square foot, 1,400-student high school for New Kent County. Design features include the modern idea of developing a school within a school with a breakdown of four smaller areas called houses. Each house will be home to 350 students from one grade level. This philosophy minimizes student travel for core classes, allows students to stay within their house for a majority of the school day, and provides teachers, guidance counselors and assistant principals with the familiarity of a small school.

Completed: August 2008 Contract Amount: \$42 Million

Renaissance Academy, Virginia Beach, Virginia

New 290,000 square foot school. With a capacity of 1,600 students in grades 6-12, the new facility will house the school division's alternative education programs including the Virginia Beach Central Academy, the Center for Effective Learning, Princess Anne Center for Pregnant Teens, the Open Campus Center and SECEP. Scheduled Completion: August 2009

Contract Amount: \$54.4 Million

Grassfield High School, Chesapeake, Virginia

New 347,549 square foot high school in the Grassfield area of Chesapeake. Organized around the idea of a school within a school, the school is broken down into four smaller areas called houses, one for each grade level. The purpose of these houses is to give a sense of a smaller school community within the larger 2,200-student school.

Each house is home to five to six hundred students. This philosophy minimizes student travel for core classes, allows students to stay within their house for a majority of the school day, and provides teachers, guidance counselors and assistant principals with the familiarity of a small school.

Completed: August 2007 Contract Amount: \$53.6 Million



Projects with Paul Finch & Associates:

Sentara Belleharbour Medical Office Building, Suffolk, Virginia

This project is a design/build comprehensive outpatient medical campus located in the northern part of Suffolk. The first phase includes a three-story, 75,000 square-foot facility offering a state-of-the-art full service 24-hour emergency department, advanced diagnostic imaging, a laboratory, physical therapy, a sport medicine center, and primary and specialty physician offices.

Completed: May 2008

Contract Amount: \$15.3 Million



CHKD Princess Anne Medical Office Building, Virginia Beach, Virginia

New 63,325 square foot medical office building and ambulatory surgery center for Children's Hospital of the King's Daughters at their Princess Anne campus in Virginia Beach, Virginia.

Completed: August 2008 Contract Amount: \$15.5 Million

CHKD Medical Office Building - Oakbrooke, Chesapeake, Virginia

New 61,000 square foot medical office building for Children's Hospital of the King's

Daughters at their Oakbrooke campus in Chesapeake, Virginia.

Scheduled Completion: September 2009

Contract Amount: \$14 Million

Chesapeake General Hospital - Additions and Renovations, Chesapeake, Virginia

Chesapeake General is a not-for-profit hospital providing state of the art health care for the growing population in and around Chesapeake. W. M. Jordan Company provided both preconstruction and construction services for this phased expansion project. Modifications include a 47,840 square foot, three-story South Building Addition, as well as the Women's Center Addition. Renovations were completed on the South Building, as well as the Nursing Unit. Engineering Support Services was expanded to accommodate the increased size of the hospital. Modifications include a new MRI system. All work was performed while the hospital remained fully operational.

Completed: December 2004 Contract Amount: \$21 Million





Chesapeake General Hospital, Chesapeake, VA



Point of Contact:

1 d. Provide the names, addresses, and telephone numbers of persons within the firm or consortium of firms who may be contacted for further information.

Contractor

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Principal Architect

RRMM Architects
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Consulting and Legal Services

Troutman Sanders Strategies Clark H. Lewis Principal - Virginia 1001 Haxall Point Richmond, Virginia 23218-1122 804.697.1474 clark.lewis@troutmansanders.com



Financial Statement:

1 e. Provide a current or most recently audited financial statement of the firm or firms and each partner with an equity interest of twenty percent or greater.

W. M. JORDAN COMPANY, INCORPORATED

FINANCIAL STATEMENTS

Upon request, we will furnish audited financial statements under separate cover.

To request a audited financial statement, contact:

W. M. Jordan Company
C. J. "Skip" Smith, III
Vice President
11010 Jefferson Avenue
P. O. Box 1337
Newport News, Virginia 23601-0337
757-596-6341
ssmith@wmjordan.com

Conflicts of Interest:

1 f. Identify any persons known to the proposer who would be obligated to disqualify themselves from participation in any transaction arising from or in connection to the project pursuant to The Virginia State and Local Government Conflict of Interest Act, Chapter 31 (§ 2.2-3100 et seq.) of Title 2.2.

W. M. Jordan Company is unaware of anyone on our team who would be obligated to disqualify themselves from participation in any transaction arising from or in connection to the project pursuant to the Virginia State and local Government Conflict of Interest Act.



Staffing:

1 g. Identify proposed plan for obtaining sufficient numbers of qualified workers in all trades or crafts required for the project.

The Team's contractor, W. M. Jordan Company, will lead the effort to ensure sufficient and qualified workers will be provided.

W. M. Jordan Company's Subcontractor Procurement

Having been in business for over 50 years, one of W. M. Jordan Company's greatest strengths is our knowledge and relationship with the local subcontractor market. We have worked with the majority of the subcontractors and suppliers throughout the Commonwealth of Virginia and are very familiar with their qualifications. We also incorporate SWAM certified subcontractors into our overall subcontractor procurement process (Please see item 1 i and 4 f for our commitment to SWaM and a description of our SWaM Program). Because W. M. Jordan Company is the largest building contractor in Virginia, we are also the largest vendor of many of these subcontractors. This routinely translates into significant cost savings for the Owner. Below is a list of criteria we use when pre-qualifying subcontractors.

- Previous experience with W. M. Jordan Company
- Financial qualifications
- Experience with similar type facilities
- MBE/WBE/SBE status (SWaM)
- State license qualifications
- Safety record and EMR for the last three years
- Contractor references
- Trade references
- Litigation experience (if any)
- Resumes of Project Managers and Superintendents
- Resumes and background history of ownership
- Previous experience with this client (if any)
- Previous experience with other Commonwealth of Virginia work
- Disbarment status on federal, state and local agency work (if any)

Our subcontractor database allows us to match a subcontractor's ability to the scope of a particular project. We ensure that we will receive at least three bids for all trades from qualified subcontractors. Using only qualified contractors allows us to meet the Owner's expectations for quality, timely completion and budget control.



Training:

1 h. Provide information on any training programs, including but not limited to apprenticeship programs registered with the U.S. Department of Labor or a State Apprenticeship Council, in place for employees of the firm and employees of any member of a consortium of firms.

W. M. Jordan Company, Inc.

The W. M. Jordan Team is committed to the relentless pursuit of excellence. This commitment is the foundation of a corporate culture based on trust, integrity, and responsibility, with an emphasis on quality, fiscal responsibility and mutual respect. W. M. Jordan empowers our people to become leaders, take advantage of change and opportunity and use ingenuity to provide solutions to the challenges inherent in any project. Our corporate structure allows the most experienced leaders to spend time making key decisions that only they can while mentoring newer, less experienced associates on their way up the ladder of responsibility and we offer internships for college students interested in pursuing a career in construction.

Training and development opportunities are regularly offered at our "WMJ University" facility. Training programs both mandatory and optional are designed to develop and enrich the lives of our employees both personally and professionally. Some of the training programs we offer are:

- "Building Leadership"
- "Manage Your Professional Image"
- "Understanding Certificates of Insurance"
- "Project Management Administration"
- "Communication Skills"
- "Project Scheduling"
- "Protect Yourself From Identity Theft"
- "Sharpen Your Skills: Manage Your Stress Before It Manages You"

We also offer training programs to subcontractors, such as our "Building With W. M. Jordan". The program began in August 2007 as a communication tool to improve jobsite communications. Well over 80 companies have attended to date, including both SWaM and non-SWaM subcontractors.

Safety is of the utmost importance to W. M. Jordan Company, a fact that we emphasize to employees and subcontractors daily. We require on site safety orientation and training meetings for all subcontractors for each project and offer awards to those subcontractors who best practice and exemplify proper safety requirements and policies. Each Monday morning a progress meeting is held where all projects are discussed, including problems encountered and solutions reached. Our Director of Safety, Scott Sutton, reports on the safety status of the project sites, shows examples of good and bad safety practices from across the country as a learning tool, and offers tips, techniques, and problems to watch out for. This meeting is attended by all the Executives, Project Managers, Superintendents, Project Engineers, and other staff. For information on our Safety Program, please see item 1 k.



SWAM Commitment:

 Provide information on the level of commitment by the firm or consortium of firms to use Department of Minority Business Enterprise certified firms in developing and implementing the project.

W. M. Jordan Company, Inc.

Utilization of Subcontractors Certified by The Department of Minority Business Enterprise

W. M. Jordan Company understands the importance of including certified Small, Minority owned, and Women-owned businesses in the construction of the Central Virginia Training Center Community Based Homes. Through our extensive experience with major construction projects, W. M. Jordan Company has developed the relationships necessary to identify capable SBE/MBE/WBE firms, and manage this component of the Project with our standard level of excellence. W. M. Jordan Company plans to meet or exceed the SWaM participation goal for the Central Virginia Training Center Project.

W. M. Jordan Company's full-time SWaM Program Manager, Sharon Rheinhart, helps incorporate SWaM subcontractors as a component of our overall Procurement Process. Therefore, all communications to the subcontractor community will apply to the SWaM business community. In addition, W. M. Jordan utilizes relationships with the following organizations to enhance our communications with the SWaM business community:

Department of Minority Business Enterprise (DMBE) – W. M. Jordan Company utilizes the Department of Minority Business Enterprise database to identify SWaM firms. In addition, W. M. Jordan Company's SWaM Program Manager serves as liaison between non-certified Subcontractors and DMBE to assist in the certification/re-certification process.

Virginia Minority Supplier Development Council (VMSDC) – W. M. Jordan actively participates in Contractor "match maker" events held by VMSDC.

Metropolitan Business League (MBL) – W. M. Jordan is a corporate supporter of MBL and will seek opportunities to communicate with MBL member companies regarding the Central Virginia Training Center Project.

Virginia Asian Chamber of Commerce (VACC) – W. M. Jordan supports and has sponsors procurement events for AABAC.

Central Virginia Business and Construction Association (CVBCA) – W. M. Jordan supports and speaks at CVBCA Quarterly Meetings in order to inform its members of upcoming contracting opportunities.

Greater Virginia Contractors Association (GVCA) – W. M. Jordan supports and speaks at GVCA Quarterly Meetings in order to inform its members of upcoming contracting opportunities.

W. M. Jordan is familiar with the leadership of the above organizations, and organizes informational presentations for their members.

In addition W. M. Jordan attends meetings for the Hispanic Chamber of Commerce, the Korean American Society of Greater Richmond and the National Association of Minority Contractors.



W. M. Jordan Company understands the leadership role our company must play in improving participation levels of SBE/MBE/WBE companies in the major construction projects underway in our Commonwealth. While we demonstrate our level of commitment to this role with our daily efforts, we also publicly commit our dedication at the highest levels. In April 2009, the Department of Minority Business Enterprise (DMBE) signed a Memorandum of Understanding (MOU) with W.M. Jordan Company, a first with a major construction company, to collaborate on providing exposure to subcontracting opportunities for SWaMs and DBEs in furtherance of Executive Order No. 33. The DMBE will participate with W. M. Jordan Company in our efforts to increase participation of minority and women-owned businesses in State procurement and contracting activities.

To establish guidelines to increase the opportunities for utilization of Small, Woman-owned and Minority-owned businesses in the wide array of contracting opportunities available on this project, W. M. Jordan Company is committed to taking a proactive approach to our SWaM Participation Plan.

Communicate

W. M. Jordan will implement to notify the SWaM business community about projects and the opportunity for their participation. These efforts include, but are not limited to, the following:

- Advertising in area newspapers
- Posting advertisements and solicitations through the SBA's SubNet Program on the World Wide Web
- Advertising with F.W. Dodge, Reed Construction Data, the Builder's Exchange in Richmond, and the Valley Construction News is Roanke and Harrisonburg.
- Soliciting subcontractors using our in-house SWaM Database
- Contacting minority organizations.
- Holding forums to introduce the project to the community and explaining the timetable of the project
- Contacting the organizations listed on the previous page with advertisements for Requests for Proposals

In addition to these efforts, W. M. Jordan Company will look at other ways to increase minority participation on this project. These may include breaking various bid packages into smaller contracts to attract qualified MBE contractors who may lack the financial resources to perform larger work items, and/or entering into a Mentor/Protégé or Joint Venture Agreement with a minority-owned business.

- Developing and maintaining the SWaM Database of SBE, MBE and WBE concerns from all possible sources.
- Ensuring that procurement packages are structured to permit SBE, MBE and WBE concerns to participate to the maximum extent possible.



- Assuring inclusion of SBE, MBE and WBE concerns in all solicitations for products or services, which they are capable of providing.
- Reviewing solicitations to remove statements, clauses, etc. which may tend to restrict or prohibit SBE, MBE and WBE participation.
- Ensuring periodic rotation of potential subcontractors on bidders lists.
- Ensuring the establishment and maintenance of records of solicitations and subcontract award activity.
- Monitoring attainment of proposed goals.
- Preparing and submitting required periodic subcontracting reports.
- Coordinating contractor's activities during the conduct of compliance reviews by Federal agencies.
- Periodically reviewing the results of the Company's Subcontracting Plan with management.

Goals, Monitoring and Reporting

W. M. Jordan's goal is to increase opportunity for and utilization of SBE, WBE, and MBE on all our Projects. Through this Plan we will become more and more aware of the SBE, WBE, and MBE firms in Virginia, their specialties and their capabilities. Project by project we hope to develop relationships with these firms, which will lead to the economic growth and success of all parties involved.

In order to monitor the success of our Plan, as well as the success of identifying more minority firms, W. M. Jordan will provide SWaM Reporting as required by DMHMRSAS. W. M. Jordan Company is dedicated to this SWaM Participation Plan and it is important to note that any and all relationships with minority-owned businesses that W. M. Jordan enters into will be fair and legitimate. "Pass-throughs" will not be tolerated.

RRMM Architects

RRMM Architects, a certified Small Business Enterprise, has a staff of more than 105, of which 35% are women and 18% are African-American or other Minorities. We are an equal opportunity employer and encourage minority and small business participation at all levels. In the past year, approximately 34% of our business has gone to small, women-owned, and minority-owned businesses. We make every effort to utilize the services of Small, Minority and Woman Owned Businesses whenever possible and have ongoing business relationships with small, minority-owned and women-owned businesses.

- RRMM is registered with DMBE
- RRMM is SWAM certified SBE # 652673
- RRMM is registered with eVA



Paul Finch & Associates

Paul Finch & Associates, P.C. (PF&A) is a small business architectural firm. As a small business enterprise, PF&A regularly teams with other small businesses.

Additionally, PF&A strongly believes in supporting both minority and women-owned businesses. PF&A makes every effort to utilize women-owned and minority-owned businesses as a part of our architectural marketing team and in the commercial industry; through employment, retention, promotion, subcontracting or joint ventures in city, state, federal, and private contracts, or a combination thereof. PF&A has ongoing business relationships with small, minority-owned and women-owned businesses.

- PF&A is registered with DMBE
- PF&A SWAM certified SBE # 6792S
- PF&A is registered with eVA

Troutman Sanders Strategies' Minority Commitment

Troutman Sanders Strategies embraces diversity as a cornerstone of its future. It means, in part, a commitment by all to a shared vision and the establishment of a workplace environment that is fully inclusive. When we partner with other companies to develop projects or implement business objectives, Troutman Sanders Strategies' commitment to diversity takes further shape. The firm takes full advantage of the knowledge and talents of a multicultural team in order to meet and exceed client expectations, and to meet the firm's obligation to provide the broadest possible range of opportunities to the members of the communities served by the firm.



Qualifications:

- 1 j. For each firm or major subcontractor that will perform construction and/or design activities, provide the following information:
 - (1) A sworn certification by an authorized representative of the firm attesting to the fact that the firm is not currently debarred or suspended by any federal, state or local government entity.
 - (2) A completed qualification statement on a form developed by the Commonwealth that reviews all relevant information regarding technical qualifications and capabilities, firm resources and business integrity of the firm, including but not limited to, bonding capacities, insurance coverage and firm equipment. This statement shall also include a mandatory disclosure by the firm for the past three years any of the following conduct.
 - (A) bankruptcy filings
 - (B) liquidated damages
 - (C) fines, assessments or penalties
 - (D) judgments or awards in contract disputes
 - (E) contract defaults, contract terminations
 - (F) license revocations, suspensions, other disciplinary actions
 - (G) prior debarments or suspensions by a governmental entity
 - (H) denials of prequalification, findings of non-responsibility
 - (I) safety past performance data, including fatality incidents, "Experience Modification Rating," "Total Recordable Injury Rate" and "Total Lost Workday Incidence Rate"
 - (J) violations of any federal, state or local criminal or civil law
 - (K) criminal indictments or investigations
 - (L) legal claims filed by or against the firm

Please see Appendix B for W. M. Jordan's and RRMM Architects' completed *Commonwealth of Virginia Standard Form For Contractor's Statement of Qualifications*.



Worker Safety Programs:

1 k. <u>Work Safety Programs:</u> Describe work safety training programs, job-site safety programs, accident prevention programs, written safety and health plans, including incident investigation and reporting procedures.

W. M. Jordan Company, Inc.

W. M. Jordan Company is proud to have one of the most enviable safety records in the nation. In fact, our Experience Modification Rate (EMR) is consistently less than the national average of 1.00 for all construction companies.. This rating reduces the cost of our worker's compensation, thus reducing costs to the Owner. The company's result of requiring safe work performance can also be measured by the fact that there have been only five lost workday cases in the past five years - less than one case per year.

Year	EMR	Number of Recorded Accidents	Restricted Duty Accidents	Lost Time Accidents	Total Manhours
2008	.79	6	4	0	694,817
2007	.79	5	4	0	708,776
2006	.74	20	12	0	693,125
2005	.65	20	10	3	715,093
2004	.56	20	13	2	695,763

Program Administration

Scott Sutton, Director of Safety, administers W. M. Jordan Company's safety program. Two full-time Safety Managers, one based from our Newport News headquarters and the other from our Richmond office, spend all of their time visiting each project site, providing oversight and training for W. M. Jordan Company's superintendents and subcontractors. We also employ a retired Labor & Industry inspector three days per week with an emphasis on higher-risk jobs such as those with difficult excavations or higher elevations. This qualified team of safety professionals is dedicated to reducing the number of injuries and citations by the Occupational Safety and Health Administration (OSHA), Virginia Occupational Safety and Health (VOSH), and the Department of Labor and Industry. The safety of our workers is paramount.

Program Documentation

A representative from our Safety Team visits each jobsite periodically, with frequency determined by the complexity of the project, the stage of construction, and the safety level of the subcontractors. Typically, documented safety inspections of each jobsite are conducted at least weekly. During these visits, the Safety Manager utilizes our Jobsite Safety Checklist. This document requires that a rating of "Excellent", "Satisfactory" or "Unsatisfactory" be given to each of thirty-two areas on the jobsite. The project is then given an overall rating of Excellent, Good, Fair, or Poor. All projects that receive an Excellent rating are recognized each week, providing peer support and motivation for improved safety practices for all. All forms are completed on-line and are posted through the company Intranet for distribution to the President, Director of Safety, Executive Vice President, Project Executive and Project Manager. This documentation remains posted on-line for the duration of the project, and may be accompanied by digital pictures documenting specific safety concerns or best practices.





Director of Safety

As Director of Safety, Scott Sutton is responsible for development, implementation and monitoring of current jobsite safety programs including Tool Box Talks, development and monitoring of the Drug-Free Work Place Program, and mentoring Safety Managers and Project Superintendents. Scott is a major part of our Quality Assurance Program. Our subcontractors and competitors throughout Virginia have consistently recognized and respected his thorough approach to detail in job safety during the life cycle of a project.

Scott has been Chairman of the AGC of Virginia's Loss Control Committee for the past 15 years and a member of the organization for over 17 years. He was instrumental in developing and producing the AGC of Virginia's Model Safety and Health Manual, a program built in coordination with the AGC of America. This manual is available to all companies who are interested in improving jobsite safety.

Training

W. M. Jordan requires mandatory drug-testing for 100% of all new hires, following all accidents and injuries, and for probable cause. All W. M. Jordan Superintendents are OSHA Ten Hour trained, and all have completed first aid and CPR training. The Project Superintendent conducts a safety orientation with each new employee on basic safety procedures, company policies such 100% eye wear protection on all

sites, and special requirements of the project. Each week, W. M. Jordan Superintendents conduct a safety meeting on a topic appropriate to the current phase of work at their job site. These safety meetings are mandatory for everyone on this site, and there is an attendance list signed by each attendee. In addition, training on trends and special topics is conducted at quarterly meetings for project managers, superintendents, foremen, estimators and lead operators.

Emergency Procedures

Procedures vary with the owner, the jobsite and locations. We have written procedures in our Field Operations Manual for procedures appropriate to the level of the emergency. Our personnel are trained in fighting of fires in their incipient stages, building evacuations and post incident staging procedures.

Safety Reporting and Communications

Reporting is done throughout the company as safe work goals are met, or as incidents occur. We have an open book policy; any employee can inquire at any time about our performance and incidence rates. Several of our jobs have monthly printed and bound progress reports, in which safety performance is documented. Daily Jobsite Safety checklists for all projects are posted and available for review at any time on our company Intranet.

Working with Subcontractors

W. M. Jordan Company has a long standing relationship with many subcontractors in the region. We carefully select our contractors based upon a proven safe work record and their



relationship with us. Communication between the subcontractor, the Project Manager, and the Superintendent is important. In addition to a preconstruction meeting with the Project Manager after the subcontractor is selected, the Project Superintendent holds a preparatory meeting two weeks prior to the subcontractor going on-site. During this meeting, each subcontractor is briefed on their role in the project, our expectations, equipment needs, and procedures. They review the plans and specifications, discuss expectations for behavior, and are advised that they will be held accountable for their actions on the project site. They are also made aware of the importance of safety during the entire project. In effect, our team guides and coaches the tradespeople in proper safety techniques.

Coach, Counsel, Confront

Our three-tiered *Coach, Counsel, Confront* approach to managing safe operations has proven very effective in minimizing violations.

Coach: The Project Superintendent conducts a safety review, or Jobsite Hazard Analysis, at the beginning of a project. Before construction begins, the Superintendent conducts a preparatory meeting with each trade subcontractor. Safety is a major topic at this meeting, during which the Superintendent coaches the subcontractor foreman about appropriate safety practices for his specific job.

Counsel: When satisfactory performance standards are not being met, we stop the action that cannot be allowed and review the proper work procedure with the individual involved, and the appropriate foreman.

Confront: This is the disciplinary phase, during which an individual worker may be suspended from working on any W. M. Jordan Company project site for up to three working days. The subcontracting firm's leadership is notified and involved, which often leads to increased training opportunities.

Violations Policies

Employee recognition and disciplinary actions are documented with written reports to employee files as appropriate. Disregard for established safe operating procedures can lead to economic penalties, demotions, delayed promotions, retraining where possible, and dismissals.

Incentives and Rewards

To encourage active participation in our safety program, we have established the *Subcontractor* of the Month Award and the Subcontractor of the Year Award. The Project Superintendent evaluates the safety performance on all subcontractors on their specific jobsite for the given month. If, and only if, a subcontractor foreman has truly exhibited an outstanding performance, or made an "above the minimum or expected effort" with regards to safety, is the award to be given. This may include a gift certificate accompanied with a letter to their home so their family can enjoy their success, with a copy to their employer. Additionally, the recipients of the monthly award are considered for the yearly award.



1.l. <u>Virginia Code 22.1-296.1C provides:</u> "Prior to awarding a contract for the provision of services that require the contractor or his employees to have direct contact with students, the school board shall require the contractor and, when relevant, any employee who will have direct contact with students, to provide certification that (i) he has not been convicted of a felony or any offense involving the sexual molestation or physical or sexual abuse or rape of a child; and (ii) whether he has been convicted of a crime of moral turpitude." Identify the proposed plan for complying with the intent of Va. Code § 22.1-296.1C (whether or not the statute applies to the client Agency) if the contractor or its employees or subcontractors, will have direct contact with students.

The W. M. Jordan Team has reviewed Virginia Code 22.1-296.1C and to the best of it's knowledge and belief, believes the code section is not applicable to the proposed project.